

# New Century EXPRESS

Fall 1999  Issue 21

DEDICATED TO QUALITY IMPROVEMENT IN CALIFORNIA STATE GOVERNMENT

## *Innovation in Government:* **Innovation, Creativity, and Change for California's Future**

**Interview with Steve Nissen**  
**Special Assistant to the Governor**  
**Innovation in Government**  
**Office of Governor Gray Davis**  
by: Andrea Lewis, Cal/EPA

He's been charged by Governor Davis to lead an effort within California State Government to improve direct services to the public. His name is Steve Nissen, and here's a brief profile of Steve, personally and professionally.

Steve Nissen actually suggested to Governor Davis much of the job description that led to his appointment as Special Assistant for Innovation in Government. This position is a "first", and Steve is committed to making a difference in the way we do business.



What drove Steve to think of and act on his suggestion is multifaceted. He likes thinking about what *could be*. He likes the idea of marshalling the creative potential of people, to stretch their limits. He wants an opportunity to unleash the talent of State government workers – talent that could impact millions of people.

To better understand his motivation and interest, we look at Steve's professional background. We'll start at the beginning...

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## Interview with Steve Nissen

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At 16 years of age, his first job was a “secret” shopper working for a store’s protective agency, checking on the behavior and integrity of clerks (and he hated to shop!). Steve originally planned on becoming a doctor, but followed in his father’s footsteps by becoming a lawyer instead. Steve earned his law degree at U.C. Berkeley, Boalt Hall in 1976, and joined the prestigious law firm of Manatt, Phelps & Phillips in Los Angeles handling litigation in the areas of real estate, entertainment and the Political Reform Act. Steve became a partner in 1984 – and, at 33 years of age, took a three-year leave of absence to join the nonprofit, legal organization,



Public Counsel. His three-year leave of absence turned into thirteen years.

Steve is credited with turning the fledgling organization into the largest, pro bono legal assistance law firm in the United States, with over 10,000 volunteers. Under Steve’s leadership, Public Counsel expanded its legal services to include children’s rights, homeless youth, consumer issues, disaster relief, and community economic development. Steve is proud to recount that his \$3 million budget resulted in \$30 million worth of services to the poor.



In 1997, Steve took over the helm of the State Bar of California as Executive Director amid

disarray. Funding was cut from the budget by a whopping 83%, leaving a skeletal crew of employees to provide statutorily mandated consumer protection to the State’s citizen’s and to provide service to the State’s 160,000 attorneys. He views his tenure at the State Bar as a “challenging institutional and political experience”. Others attribute the survival of the State Bar to Steve’s ingenuity, fortitude, and honesty.

When Gray Davis became California’s Governor in January, Steve saw an opportunity to join the administration. “Too great an opportunity to pass up”, he remarks.

So, what does he hope to achieve in his new capacity? He hopes that the dedication of constant improvement of service to customers will be a lasting legacy of Governor Davis’ administration, one that transcends administrations. He views continuous improvement as “a vital fabric of State government”, one that will have profound implications for democracy. Recapturing citizens’ trust in government is a goal, along with increased levels of confidence and higher voter turnout.

In addition, Steve wants to change the perception that government work isn’t desirable. He wants public service to be viewed as one of the highly prized careers individuals pursue.

With these goals in mind and several months of State government service under his belt, Steve is enthusiastic. He is trying to learn as much as he can about State government, recognizing that it is one of the “largest and most complex operations on the planet.” At the outset, he’s been pleasantly surprised that there seems to be willingness to embrace change; he had expected resistance.

He has, however, been surprised by the isolation of departments, creating “silo” thinking and a lack of community. This is often true even though the departments may be serving the same clientele.

On the personal side, Steve and his family recently moved to Sacramento from San Francisco. He felt the “Innovation in Government” effort would only work with long-term nurturing on his part, requiring permanent residence in Sacramento. With two small children, he looks at Sacramento through his kids’ eyes and likes what he sees. In his spare time, Steve enjoys a variety of sports: tennis, golf, and basketball (when he could jump!) and regularly works out on a bike and treadmill. He seems to balance work, family and hobbies and luckily can get by on 4-5 hours of sleep per night.

## Interview with Steve Nissen

*continued from page 2*

Steve is soft-spoken and surprisingly modest about his credentials for this governor appointed post. Steve is clearly passionate about his work, and will bring to the public sector what he once brought to the private sector: innovation, creativity, and change. Steve is energized by his interactions with people and thrives on dealing with a multitude of challenging issues. In Myers-Briggs terms his preferences are “Extroverted, Sensing, combination Thinker/Feeler, Perceptual” (EST/FP). His leadership style brings energy and problem solving focus to the challenge of finding practical approaches to support and help the Governor initiate “Innovations in Government”! He is a quick study, a results oriented ‘trouble shooter’ and ‘negotiator’ with a here-and-now antenna for finding practical solutions to the most challenging issues or situations. He has that extra sense to balance his analytical needs with his sensitivity to the people he is dealing with, or who are affected by the issues he is focused on. He is a data gatherer by preference, but can make the quick decisions to address the issues at hand, and is quick to move on to the next challenge. e

## Networking Resource Groups

The following is a list of some of the Quality Resources available:

CA Trainers E-mail Discussion Group  
[www.learning.ca.gov/ca-trainers.html](http://www.learning.ca.gov/ca-trainers.html)

California Council for Quality & Service  
**Tom Hinton, (619) 656-4200 or**  
[ccqs@ccqs.org](mailto:ccqs@ccqs.org)

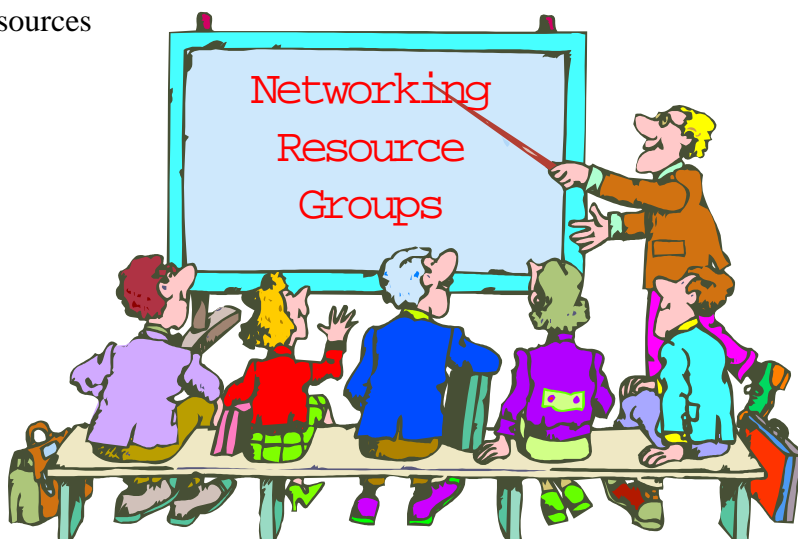
Governor’s Golden State Quality Awards

**Stephen V. Brooks, President &**  
**CEO of CALQED (925) 944-1835**

Office of Statewide Continuous  
Improvement, and New Century Express Newsletter  
**Kimberly Levick at (916) 327-9390 or**  
**DPA Web Page: [www.dpa.ca.gov](http://www.dpa.ca.gov)**

Performance Consulting Network  
**Deborah Derov (916) 445-6037**  
**Email: [Deborah.Derov@dgs.ca.gov](mailto:Deborah.Derov@dgs.ca.gov)**

Quality Coordinators' Network, Facilitators' Network,  
and Sacramento Intergovernmental Quality Partnership  
**Fern at (916) 324-9390**  
**Email: [FernJohnson@dpa.ca.gov](mailto:FernJohnson@dpa.ca.gov)**



Sacramento Intergovernmental Training Council  
**Julie Goss Weir (916) 324-4368**  
**Email: [Julie\\_Goss\\_Weir@dca.ca.gov](mailto:Julie_Goss_Weir@dca.ca.gov)**  
**or Bob Segal (916) 657-3954**  
**Email: [rsegal@cde.ca.gov](mailto:rsegal@cde.ca.gov)**

State Strategic Planners Group  
**Fernando Vasquez (916) 657-8833**  
**Email: [fvasquez@dmv.ca.gov](mailto:fvasquez@dmv.ca.gov)**  
**or Terri Gill (916) 657-8842**  
**Email: [tgill@dmv.ca.gov](mailto:tgill@dmv.ca.gov)**

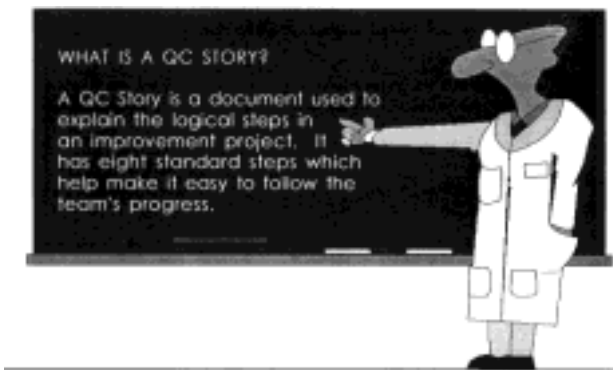
State Training Center, and Departmental Training  
Officers  
**(916) 445-5121 or**  
**DPA web page: [www.dpa.ca.gov](http://www.dpa.ca.gov)**

# State Park Teams “QC” Their Way to Success!

by Pete Williams, Department of Parks and Recreation

*Like many progressive organizations, State Parks uses teams to solve problems, improve processes and tackle difficult tasks. Beyond the challenge of providing the support, training, and incentive for successful teams is the problem of sharing the success with others. It is often difficult to explain what a team has accomplished, especially to those unfamiliar with State Parks.*

Several years ago, the Department adopted a common format for the purpose of explaining the work of a team called a Quality Control or “QC” Story. The QC Story was developed with the help of Ron Black of Meta Dynamics. (See page 11 and 12 for more about the QC Story.)



**These are two such stories in the...  
(Dragnet fans fill in the rest)**

The Department of Parks and Recreation *Statewide Safety Team* was formed in 1997 to reduce industrial injuries (690 in 1994). The benefits of fewer industrial injuries are a reduction in: pain and suffering related to these injuries, paid out workers' compensation costs, lost time workdays, and an increase in productivity.

## **Statewide Safety Team QC STORY:**

### **ISSUE:**

Reduce the Injury Rate for Department of Parks and Recreation Employees

### **WHY SELECTED:**

Injuries have significant impact on employees and their families; injuries are costly and negatively affect productivity, customer service and morale.

### **INITIAL STATUS:**

State Park employees suffered between 605 and 690 injuries annually between 1990-91 and 1993-94. A previous safety related team worked to reduce the most common and costly injury—back injuries. As a result of their work and the efforts of the Workers' Comp and Safety Unit, injuries began a downward trend from 690 in 93-94 to 560 in 95-96.

### **ANALYSIS OF CAUSES:**

The team analyzed injuries by location, type of work, body part injured, and civil service classification. Though some trends were identified and certain trouble spots and “clusters” were identified, the team identified the primary causes of injuries to be:

- Low **Awareness** of accident trends and the need for proactive safety practices
- **Training** not focused where it has the greatest impact on decreasing the accident rate
- No **Accountability** for safety—Safety considered a low priority; Safety doesn't belong to anyone



-continued on page 5

## Statewide Safety Team

*continued from page 4*

### PLANS:

To address the three identified causal areas, the team took the following actions:

**Awareness:** Developed a “Safety Matrix” for the Park districts which focuses on safety improvement activities in the three areas of: Awareness, Education and Accountability. The matrix acts as a complement to the Department's Injury and Illness Prevention Plan, and is a working document for seasonal staff, rank and file and management.

**Accountability:** Developed safety related performance metrics for District Superintendent performance contracts.

**Training:** Supported district safety coordinators by putting on two (so far) Annual Safety Conferences, addressing such topics as: task hazard analysis, accident investigation and analysis, etc. District safety efforts were recognized at each workshop.

### RESULTS:

Using this multilevel strategy, the Department continued the downward trend in industrial injuries, from 690 in 1993-94 to 470 in 1998-99.

### STANDARDIZATION:

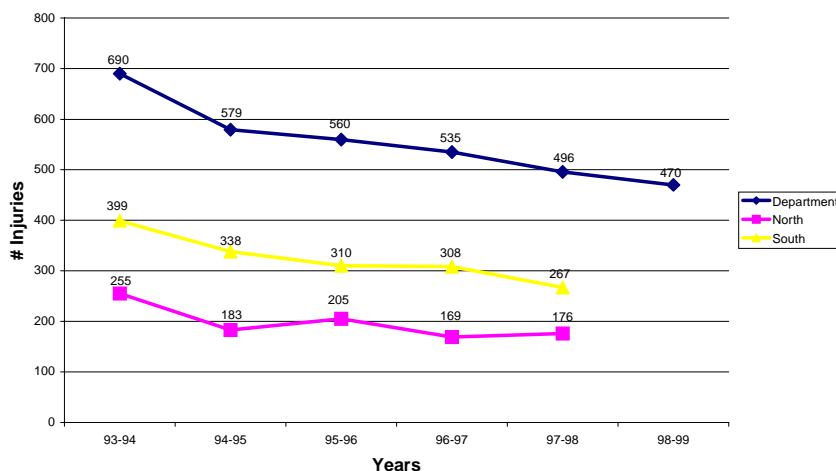
The team has worked to encourage each district to produce an annual Injury Reduction and Safety Plan to be used as a guide in the districts' effort to reduce accidents. In addition, the Workers Compensation and Safety Section has established a database that will enable the districts and the Safety team to be better able to increase **accountability** and **awareness** activities.

### FUTURE PLANS:

- ✓ Conduct a Third Annual Safety Conference
- ✓ Develop a safety mentoring partnership to be offered to Park districts having a high incidence of injuries
- ✓ Schedule a refresher course on back education safety
- ✓ Analyze departmental injury trends and specific types of accidents
- ✓ Encourage peer district safety inspections

Contact: Marcia Lines Flohaug, Worker's Compensation and Safety Manager, (916) 653-7594

**State Park Employee Injuries  
FY 93/94 to 98/99**



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## BOOK REVIEW

by Kathleen Evans, State Teachers' Retirement System

Over the past 10 years, Peter Senge has written, coached, and encouraged leaders worldwide to infuse their organizations with positive, profound change. He has offered a vision of workplaces that are humane and of companies built around learning. Yet practitioners have found these aims much easier to conceptualize than to put into practice and sustain. *The Dance of Change* offers just-in-time help.

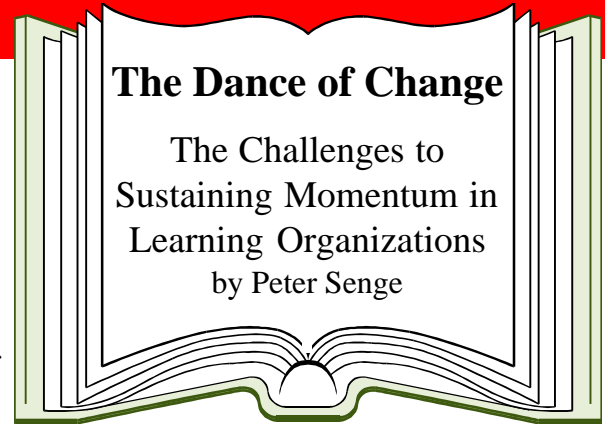
In *The Dance of Change*, Senge remodels our metaphor of the organization from the machine to the garden. If we aim to sustain change in our organizations, he urges us to move away from thinking like managers and to think more like biologists.

In the Machine Age of the Industrial Revolution, the company itself became a machine—a machine for making money. The company-as-a-machine model fits how people think about and operate conventional companies. It also fits how people think about *changing* conventional companies. When you have a broken company, you need to change it, to fix it. You hire a mechanic, who trades out old parts that are worn or broken and brings in new parts that fix the machine. That's why we seek out "change agents" and leaders who can "drive change."

Senge draws our attention to the massive evidence that most change efforts aren't very successful. He offers this explanation: companies are actually living organisms, not machines. We keep trying to **drive** change—when what we need to do is **cultivate** change.

*"Sustaining any profound change process requires a fundamental shift in thinking. ... We need to appreciate 'the dance of change.' This requires us to think of sustaining change more biologically and less mechanistically... It requires seeing how significant change invariably starts locally, and how it grows over time. And it requires recognizing the diverse array of people who play key roles in sustaining change—people who are 'leaders.'"*

Senge defines leadership as the ability to produce change. He observes that organizations have three leadership "communities": local line or operational leaders; internal networkers; and executive leaders. For significant change to take place, all three must interact in their special roles. In successful organizations,



leadership is widely dispersed and broadly enacted. Senge sees the Myth of the Hero-CEO as one of the major obstacles to deep, sustainable change. That is, the extent to which our culture reinforces the idea that:

*"Significant change only occurs when it is driven from the top."*

*"Nothing will happen without top management buy-in."*

*"There's no point in going forward with this unless the CEO's on board."*

...and other similar, familiar refrains. The search for and expectations of the Hero Leader may divert our attention from building institutions that are adaptable and able to reinvent themselves, with leadership coming from many places, not just from the top. Senge observes that "...we simply have no strategy for escaping the cultural addiction to the myth of the hero-leader. In the U.S., especially, it seems to be part of our cultural DNA." One of the goals of *The Dance of Change* is to contribute toward such a strategy. "Local line leaders," the people with accountability for results and the authority to make changes in the way work is organized and done, are key to successful change initiatives. In an interview for the May 1999 issue of *Fast Company*, Senge says: "...the most compelling lesson we learned was that if you want real,

- continued on page 7

*significant sustainable change, you need talented, committed local line leaders.*

### The Dance of Change

*continued from page 6*

*Find the people who...design, produce and sell products; who provide services; who talk to customers. Those value-generating activities are the province of the line manager, and if the line manager is not innovating, then innovation is not going to occur."*

Senge describes another set of key players as the "internal networkers," natural counterparts to local line leaders. They may be internal staff people, such as internal consultants or people in training or executive development departments. Their strength is their ability to move about the larger organization, linking like-minded individuals who share interests and who can learn from one another. *"They are the natural "seed carriers" of new ideas and new practices ... (they) ... can also help make executive leaders more aware of the support that change initiatives in the company need from them."* They tend to be a part of the informal social networks of the company rather than the formal hierarchy; and it's their informal status that makes them effective; they're "volunteers" in the process of sustaining change who influence by commitment rather than compliance.

Finally, Senge identifies the role of executive leader, in its most mature form, as coach, mentor and steward. The executive leader leads by example, fosters a learning-oriented culture, and lets go of the feeling that he or she has (or has to have) all the answers.

Senge identifies ten key challenges to the **growth processes of profound change** and categorizes them into challenges of initiating, sustaining, and redesigning and rethinking. Most of the book explores *"...how people nurture the reinforcing growth processes that naturally enable an organization to evolve and change, and how they tend to the limiting processes that can impede or stop that growth."* Eighty percent of *The Dance of Change* is in the form of case histories, round-table discussions, team exercises, checklists, and solid guidance from field experience. Over 550 pages, the book isn't designed to be read cover to cover. It's designed to be read by browsing in any direction; it's helpfully cross-referenced, pointing out meaningful links throughout.

*The Dance of Change* is the most readable, compelling Senge work to date. In a perfect world, CEOs would clamor to read it and to enact a good idea from its pages. In the world as we know it, it's sure to be a touchstone among us "seed carriers" and line managers. e

*Internal Networkers "are the natural 'seed carriers' of new ideas and new practices ... (they)*

*... can also help make executive leaders more aware of the support that change initiatives in the company need from them."*



#### Growth Processes of Profound Change

##### The Challenge of Initiating

1. Not Enough Time
2. No Help (Coaching and Support)
3. Not Relevant
4. Walking the Talk

##### The Challenge of Sustaining

5. Fear and Anxiety
6. Assessment and Measurement
7. True Believers and Non-Believers

##### The Challenges of Redesigning and Rethinking

8. Governance
9. Diffusion
10. Strategy and Purpose

## THE SOLUTION TO POLLUTION

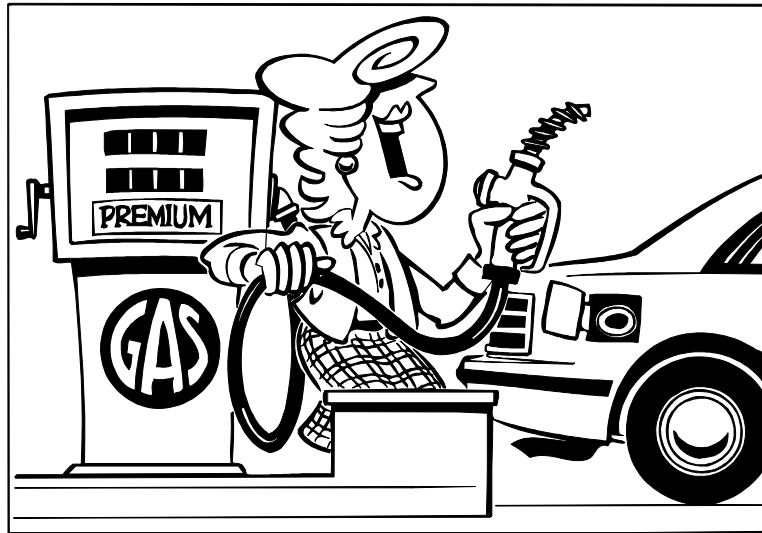
### Ready for the New Millennium

by Irene Rodarte, Department of General Services

Two of the greatest challenges for a growing California are the movement of people and the quality of the air we breathe. The Office of Fleet Administration (OFA), Department of General Services, is tackling both!

The OFA is the administrator of over 35,000 State-owned vehicles/mobile equipment and the provider of transportation services for State employees. Seeking transportation solutions is an everyday part of doing business. However, the Fleet team has gone beyond normal responsibilities in their effort to improve services for California.

The OFA team is meeting pollution challenges for the Year 2000 and beyond through its promotion of alternative-fueled vehicles. Conventional gasoline and diesel powered vehicles contribute over 60% of the smog-forming pollutants in the State. By promoting electric vehicles (EVs), the OFA is providing government leadership in the State's effort to meet air quality standards. Team members for the OFA are Mary Gentry, Kathleen Brower, Matthew Pietralunga, Keiko Matsushita, and Rick Slama. Timothy Bow, OFA Office Chief, sponsors the team.



As part of the team's efforts, the OFA explores opportunities to partner with local governments, vendors, and utility companies to offer new and improved services to customers. The program supports the purchase, use, and education of alternative-fueled vehicles drivers within the State's fleet.

Specific team activities include:

- Adding electric vehicles (EVs) to the State's fleet.
- Establishing an EV program to provide State agencies free short-term EV tryouts.
- Loaning EVs to various governmental agencies through a partnership with the California Air Resources Board.
- Developing Master Service Agreements with Ford, Honda, and General Motors to facilitate EV leases for State, county, and city.
- Forming a partnership with Sacramento Municipal Utility District (SMUD) to install free EV charging stations throughout Sacramento.

*Mary Gentry, team member, was enthusiastic about the team's display at the California Gold event, a team recognition event held at the State Capitol. "The most fascinating thing was that school children had an opportunity to see, touch and actually sit in our electric vehicles." She added that "the students were so excited and interested that they stood in line to experience the OFA display on the Capitol steps.*

*Where does this innovative team go from here? The new millennium promises more creative problem solving for new challenges and an expansion of training and outreach programs.*

Team contact: Mary Gentry (916) 327-2107 e



## LEARNING ORGANIZATIONS...Making People a Priority

by Irene Rodarte and Ginger Moore, Department of General Services

Successful organizations know that the accomplishment of business goals begins and ends with its workforce. To be truly competitive in today's business world, State agencies must become "learning organizations"—a place that encourages **people at all levels, individually and collectively, to continually increase their capacity to produce results they really care about.** The Procurement Division (PD), Department of General Services, has taken that step through the work of the Training Proficiency Council (TPC).

The strategic direction of the Procurement Division identifies, as a key step, the development of a knowledge-based organization. The Division recognized that training is a critical aspect for both PD personnel and customers involved with acquisitions and materials management. The creative solution to this need was the creation of CAMMI (California Acquisition & Materials Management Institute), a program of courses and seminars for professional development. The CAMMI program provides training requested by customers. Courses are offered in contracting, purchasing, records management, and materials management.

Through the institute, State contract, purchasing and materials management professionals and managers acquire essential knowledge for organizational success. Institute administrators emphasize that companies can no longer focus on teaching employees just to follow company policies and procedures. In the next century, employees must be able to understand and apply the most modern and efficient solutions to business problems. Employees need the tools and knowledge to ensure their future.

The TPC is comprised of approximately twenty representatives from different program areas and varying levels within PD. This cross-sectional approach provides a means of obtaining input and expertise from many PD facets and assists with the communication effort needed to inform personnel



about training. The team and numerous sub-teams have been utilized to outline course requirements, audit existing training programs for applicability, review drafts of class material and customize content for relevancy to the State, plus attend and critique developed courses prior to implementation. This essential process helps ensure the accuracy of information and effectiveness of presentation—which translates to quality. The team is sponsored by Mariel D'Eustachio, Manager, and Acting Deputy Director Dennis Ericson. Team members are: Dave Avera, Kris Burkhartsmeier, Judy Burnett, Mariel D'Eustachio, Dave Ehret, Susan Estes, Lea Fox, Susan Georgis, Jeff Guidera, Roberta Hinchman, George Hortin, Lois Jennings, David Keskeys, Ginger Moore, Steve Ramos, Sandi Russell, Javier Sanchez, Marty Sengo, Richard Shamis, Bill Shelton, and Paul Warner.

CAMMI provides a tremendous contribution to the State of California. In addition to ensuring employees are better equipped to take the State into the 21<sup>st</sup> Century, the program could potentially contribute to lowering the price of acquisitions, and thus the cost of government.

Team contact: Ginger Moore (916) 445-6680 e

## The Annadel Park “A” Team—Silverado District

*continued from page 5*

Annadel State Park, located in Sonoma County, is a 5000-acre natural area located at the very edge of a growing metropolitan area. It provides a vital recreational resource, a virtual “wilderness at your doorstep”, for its 180,000 annual visitors. In addition to its recreational opportunities and outstanding natural features, Annadel possesses prime geologic, historic, and archaeological resources (e.g. Native American sites). Annadel State Park has an extensive trail system that gets heavy use from a variety of users. In recent years trails have been damaged and “unofficial trails” have been established; the result was vegetation loss, soil erosion, and degradation of archeological sites. The Annadel Park “A” Team, representing park professionals and a wide array of user groups, was formed to address the problem of environmental damage caused by the trail system.

### The Annadel Park “A” Team—Silverado District QC STORY

**ISSUE:** Reduce/reverse the environmental damage related to the trail system at Annadel State Park. The damage includes vegetation loss, accelerated soil erosion, degradation of archeological sites, and overall negative aesthetic impacts.

**WHY SELECTED:** Park staff seeks to carry out the mission of preserving the natural resources at Annadel State Park in face of:

- Degradation of the parks resources
- Increasing public complaints concerning the degraded resources
- Increasing park attendance from diverse user groups
- Competition and conflicts between various kinds of trail users (i.e. bikers, hikers, equestrians, runners, etc.)

**INITIAL STATUS:** The park has approximately 39 miles of authorized trails. At one time the park had vast amounts of unspoiled native habitat and no trails other than those marked. Over the past 20 years there has been a steady increase in the number of “unofficial” trails crisscrossing the park, leading to resource degradation. Several recent surveys have documented the location and extent of the unofficial trails and sought trail user input.

**ANALYSIS OF CAUSES:** The identified problem was studied to determine the extent of damage (miles of unofficial and poorly designed trails), the types of park users causing the damage (hikers, bikers, equestrians), and the root causes associated with each user type. The key causes were (1) Lack of Enforcement, (2) Lack of Education, (3) Poor initial trail design and maintenance, and (4) Lack of Volunteer Coordination. Demographic and visitor preference data were collected to provide a profile of the user groups.

**PLANS:** Once the team clearly defined the problem, performed a root-cause analysis, and decided on an array of action steps, they were able to obtain grant funding to begin the implementation of solutions. Some of these solutions were:

- Increased public education on the value of park resources through flyers, newspaper articles, public meetings, face-to-face contact with visitors, and interpretive panels within the park.
- Volunteer trail group formed for trail design, construction, and patrol.
- Increased enforcement of park rules pertaining to proper trail use.

These solutions were then tested and applied.

**RESULTS:** The park is well on the way to being restored to its original pristine condition, while better serving the needs of visitors:

- Four miles of newly designed, multiuse trails were added that reflects the needs and desires all users.
- 30% of the most seriously degraded access roads and trails were removed and restored.
- 50% or seven and a half miles of the most seriously degraded access roads were converted to narrow multiuse trails, open to all park users, with four miles of new multiuse trails constructed as replacements for the ones removed and restored

#### **STANDARDIZATION:**

The Park now has a trail master plan that balances the needs of resource preservation and varied visitor needs.

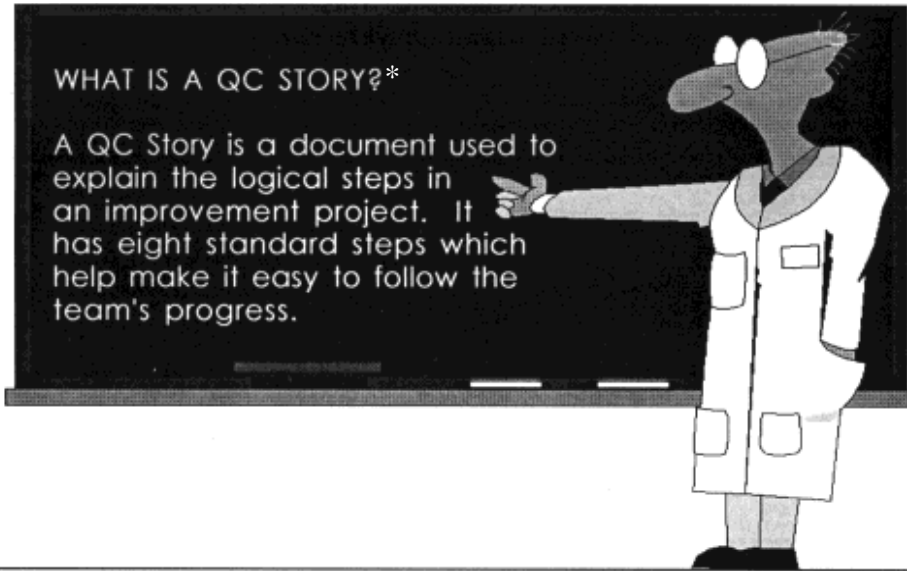
#### **FUTURE PLANS:**

- Restoration is continuing with the receipt of new grant funding.

Contact: MARLA HASTINGS,

District Ecologist (707) 938-9552 e

## THE QC STORY



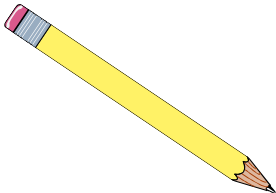
\* See page 12 for QC Story Benefits

- 1) **Issue-**  
What needs to get better?
- 2) **Why Selected -**  
Why work on this problem?
- 3) **Initial Status -**  
Where do we stand now?  
What's happening?
- 4) **Analysis of Causes -**  
What are the probable causes?  
Does the data support the causes?
- 5) **Plans -**  
What to do?
- 6) **Results -**  
What happened?
- 7) **Standardization -**  
How do we keep it fixed?
- 8) **Future Plans -**  
What's next?

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## Why use a QC Story?

A QC Story is a document that is used to explain work done during an improvement effort.

Here are some of the benefits you attain by using this standard format for all of your team projects:

-  Eight clear steps that explain the process of your improvement project
-  Easy to understand the details of the improvement project at a glance
-  Summarizes your teams' project in an organized way
-  Helps your team remain on-track
-  Team Reports are easily read and understood

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